

# FUNCTION ACCOUNTABILITY CHART (FAC<sub>e</sub>)



# CULTURE TO CASH

- 1 Name the person accountable for each function
- 2 Ask the four questions at the bottom of the page re: whose name(s) you listed for each function
- 3 List Key Performance Indicators (KPIs) for each function
- 4 Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function

Functions	1 Person Accountable	3 Leading Indicators (Key Performance Indicators)	4 Results/Outcomes (P/L or B/S Items)
Head of Company			
Marketing			
R&D/Innovation			
Sales			
Operations			
Treasury			
Controller			
Information Technology			
Human Resources			
Talent Development/Learning			
Customer Advocacy			
Heads of Business Units			
• _____			
• _____			
• _____			
• _____			

2 Identify: 1. More than 1 Person in a Seat; 2. Person in more than 1 seat; 3. Empty seats; 4. Enthusiastically Rehire?



## 5 LEVELS OF LEADERSHIP



**Level 1: Highly Capable Individual:** Individuals make high-quality contributions to their work at this level. They possess the skills and abilities needed to perform their job and are good team members. They understand their roles and apply their knowledge effectively.

**Level 2: Contributing Team Member:** Individuals at this level use their skills to help their team succeed. They work effectively, efficiently, and in a collaborative manner. They understand group objectives and are committed to achieving them.

**Level 3: Competent Manager:** At this level, individuals can organize a group effectively to achieve specific goals and objectives. They're skilled at planning, budgeting, and managing their teams.

**Level 4: Effective Leader:** Individuals can catalyze commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards. They inspire their followers and drive their teams towards a clear vision.

**Level 5: Executive:** At the top of the hierarchy, Level 5 leaders build enduring greatness through a paradoxical blend of personal humility and professional will. They put the organization and its success before their own needs.

It's important to note that moving up through these levels is about more than just career progression. Each group requires different skills and capabilities, and an individual might be very effective at one level but less so at another. Also, success at one level provides the foundation for moving up to the next level.